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App. C, D, F, & H
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10 February 1954 This copy

TO : Comptroller

SUBJECT: Transfer of Activities from the General Services Office to the Office of the Comptroller

1. Pursuant to CIA Notice [redacted] dated 8 February 1954, Subject: Transfer of General Services Functions and Responsibilities, the Records Services Division of the General Services Office will be transferred to the Office of the Comptroller effective 15 February 1954.

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2. The Records Services Division is composed of (a) the Machine Records Branch, and (b) the Records Management and Distribution Branch. The transfer, however, does not include the Mail Control Section under the latter, as this is being transferred to the Logistics Office.

3. Pertinent information regarding each of the activities being transferred to the Office of the Comptroller is as follows:

a. Table of Organization

Appendix A attached includes a list of the positions included in the personnel ceiling of the activities being transferred to the Office of the Comptroller, together with the names of incumbent employees, names of personnel in process, and those positions which cannot be filled under the existing personnel ceiling.

b. Budget

Attached as Appendix B are copies of the Fiscal Years 1954-1955 Budgets for the Records Services Division, exclusive of the Mail Control Section which is being transferred to the Logistics Office.

c. Machine Records Branch

(1) The quarterly T/O run for the Machine Records Branch as of 31 December 1953, received from the Classification and Wage Division on 23 January 1954, reflected changes, as a result of a classification review, in titles, series and numbers of certain positions in the Machine Records Branch. However, inasmuch as a T/O change covering the new titles, series and position numbers had not previously been received from the Classification and Wage Division, the employees do not yet appear against the new position numbers. Action has

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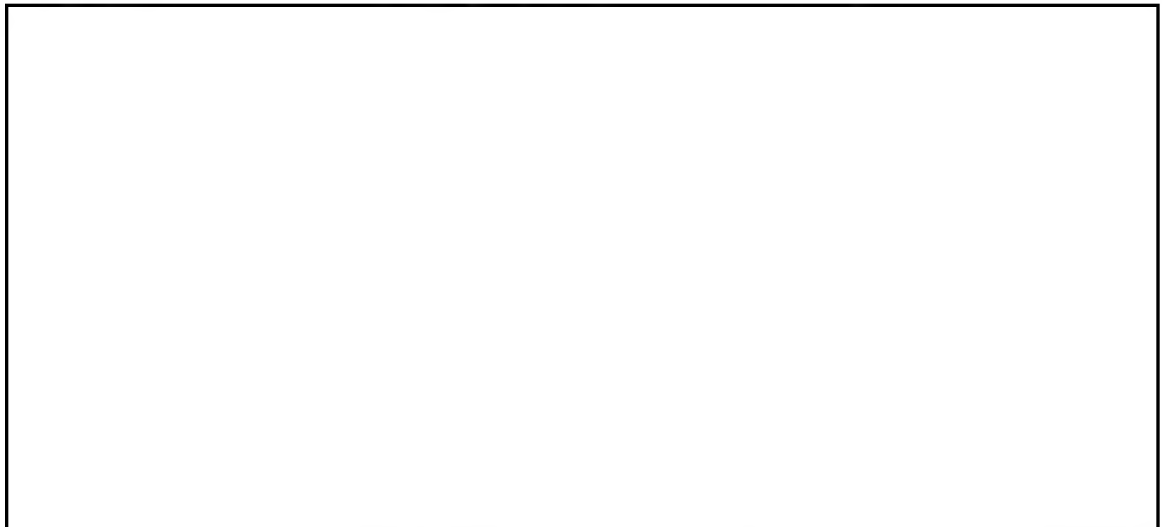
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not been taken by this Office to change the titles and to transfer these people to the new position numbers due to the fact that we received notification on Friday, 28 January 1954, the day after the machine run was received, that the General Services Office was to be abolished. A copy of the machine run pertaining to this Branch is attached (Appendix C) for your information and further action.

(2) Below is a list of employees of the Machine Records Branch who have been rotated to overseas positions and are presently stationed [redacted] in support of Logistics and general administrative activities [redacted]

<u>Name</u>	<u>Grade</u>	<u>Title</u>	<u>Approximate Date of Departure for Overseas Destination</u>
[redacted]	GS-12	Tab Equip. Opera. Supvr.	November, 1952
	GS-9	Tab Equip. Opera. Supvr.	} Latter part of March or first part of April, 1953
	GS-5	Tab Equip. Opera.	
	GS-3	Tab Equip. Opera.	
	GS-4	Tab Equip. Opera.	
	GS-4	Tab Equip. Opera.	
	GS-3	Tab Equip. Opera.	

These employees will be eligible for rotation to Headquarters in Washington approximately two years after the dates shown above.



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(5) The Career Service letter to overseas personnel having 00 Career Designations was drafted and approved. However, at the request of the Acting Deputy Director (Administration), it has not been forwarded by this Office in view of the transfer of General Services functions. Therefore, action on this will be required by the Office of the Comptroller.

(6) Attached as Appendix B is a list of the projects and information on which machine records currently exist. The principal new projects now pending in connection with Machine Records are listed in Appendix E.

(7) The principal problem confronting this activity has been the large amount of overtime which it has been required to perform in order to meet deadline dates for various reports. This overtime has been drastically reduced, but there is a possibility of further reductions. Because of this problem, additional major projects should not be undertaken without increases in personnel authorizations.

(8) The allotment account for Machine Records Branch is No. 4-6612-29. The total sum allotted to date for Fiscal Year 1954 and the obligations and unobligated balance as of 28 January 1954 are as follows:

Object Class	Allotment (FY 54)	Allotment (thru 3rd Qtr.)	Obligations (as of 1-28-54)	Unobligated Balance (as of 1-28-54)
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4. Records Management and Distribution Branch

(1) At present none of the personnel of this activity are overseas and no requests are pending for such personnel.

(2) Records surveys of the following activities have been completed or are now in process. Those now in process are indicated by asterisks.

Office of the Director
Logistics
OIC
OO/Contacts
FI/

*Medical Office
*General Counsel
*General Services
*GFI
*OO/TRID

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(3) Attached as Appendix F is a list of the Area Records Officers for the various activities of the agency who are now charged with responsibility for carrying out the Records Management Program within the areas to which they are assigned.

(4) The Vital Materials Program as of 5 February 1954 totaled 3,915,154 documents and deposits at the Repository at RTC are presently on a fairly current basis. The existing procedure provides for weekly reports on the status of this program, which reports will be made available to you by the Chief of the Records Services Division.

(5) The projects in process at the present time in the Records Management activity and the status of each are shown in Appendix G.

(6) Two allotment accounts exist for these activities, i.e., Records Services and Records Center. The allotments to date for Fiscal Year 1954 and the obligations and unobligated balances as of 28 January 1954 under these accounts are as follows:

Object Class	Allotment (FY 54)	Allotment (thru 3rd Qtr.)	Obligations (as of 1-28-54)	Unobligated Balance (as of 1-28-54)
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Records Services

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(7) We are currently operating the Records Management Program, with the exception of the Machine Records Branch, according to the organization which is attached as appendix I. It is recommended that this method of organization be considered by your Office in readjusting and realigning these functions.

(8) The principal problem relating to these activities has been the varying degrees with which the Area Records Officers are able to perform. Frequent contact is maintained with each Area Records Officer to determine the extent of development of his program and to assist in its development wherever possible. In any event, some progress has been made in every major activity but the progress varies in proportion to the amount of time the Area Records Officers have been able to devote to this program.

(9) The necessary staff to perform the records management functions has been completely assembled and all personnel are particularly well qualified in the fields to which they have been assigned. The future development of the program depends to a large extent on the offering of specialized training programs in Forms Control, Reports Management, Correspondence Management, the Agency Filing Manual, Microfilming Standards, Preparation of Disposition Control Schedules, and a number of other items which may be considered for future inclusion in this program.

4. At the time of the assignment of the Machine Records function to the Office of Administrative Services (now the General Services Office), on 15 November 1950, there was a total [] employees in the Machine Records Branch. The Machine Records activity was confronted with many major problems regarding their procedures, personnel requirements, organizational structure, excessive overtime, need for additional space, and other factors. Since the above date the number of personnel on duty in the Machine Records Branch has grown from [] of these are presently on duty in the Pool, [] of whom are fully cleared pending completion of FBI processing, and one who has only a provisional clearance); sufficient space and equipment has now been assigned and obtained; numerous procedures have been improved; and the hiring of many additional well qualified personnel has greatly assisted in the development of this activity.

5. Likewise, at the time of the transfer of the Records Management and Vital Materials functions to the Office of Administrative Services on 15 November 1950, a total [] employees were transferred from GSB, [] from their Records Control Unit and [] from their Administrative Files Unit. A Records Management Program was relatively non-existent on that date, as none of the personnel transferred to the Office of Administrative Services at that time had any concept of the method of establishing a Records Management Program, nor had they had any particular training in this field. No training programs had

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been conducted and an inadequate 1/2 for this purpose existed. No Records Center existed, nor was any plan under way for its development. Since that date a well qualified staff has been acquired, a Table of Organization necessary to its operation has been developed, and contacts have been made with individuals in industry and in Government who are well acquainted with the development of such a program in its various aspects. Area Records Officers have been appointed, and a training program was conducted in April, 1953, with certificates awarded to [] Agency personnel who attended this course. Therefore, the foundation for the program has been laid. Its future development depends upon the perseverance of the individual staff employees, the Area Records Officers, and the support which is given to the overall program by Assistant Directors, Office Chiefs, and the Office of the Director. I cannot urge too strongly, in any consideration of the future development of the records program, that the records activities be now constituted with minor modifications be kept together. If this is not done, the Agency may be confronted with the possible failure of a major administrative activity, which can result in very substantial improvements and economies.

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6. Lastly, I want to particularly commend [] Chief, Records Services Division, General Services Office, for the development of the Machine Records and Records Management activities. He has been primarily responsible and deserves the greatest amount of credit for organizing these activities, acquiring the personnel, and developing each of the programs. Others who are worthy of commendation

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[] of the staff are well qualified but some are so new and the individual programs for which they are responsible have not as yet been fully developed due to the fact that they have not been on duty a sufficient time for this purpose. However, all of the personnel are extremely well qualified, and I am sure are well able to perform the assignments for which they were employed.

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7. I hope that the above information is helpful to you in assuming the responsibility for these programs. Obviously, I have not been able to include a number of things which are currently under consideration or in process as they are of a relatively minor or general administrative nature. I will be available for discussion at your convenience with respect to any of the problems in these activities.

[]
Chief, General Services Office

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Attachments (9 Appendices)

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Index to Appendices

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- A - T/O Listing of Records Services Division**
- B - F.Y. 1954-55 Budget for Records Services Division**
- C - Quarterly T/O Run (Machine Records Branch)**
- D - Current Machine Records Projects**
- E - Pending Machine Records Projects**
- F - List of CIA Area Records Officers**
- G - Records Management Projects in Process**
- H - Staff Study on Preparation of "Writer's Guide"**
- I - Organization Chart of Records Management Program**

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Appendix
A

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Appendix
B

FINANCIAL DATA 1954 - 1955

BUDGET ESTIMATES

CENTRAL INTELLIGENCE AGENCY

General Services Office

DESCRIPTION OF ACTIVITIES

Records Services Division

The Records Services Division is responsible for the formulation, development and operation of an Agency Records Management Program in accordance with the Federal Records Act of 1950 (Public Law 754), the general policies of the Agency and applicable Federal regulations and statutes; the providing of electrical accounting machine services for all the administrative requirements of the Agency; and the supervision of the Agency mail distribution system. This Division is broken down organizationally into two main Branches, i.e., the Records Management and Distribution Branch, and the Machine Records Branch.

The Records Management and Distribution Branch is responsible for supervising and directing the Agency Records Management Program, including the developing of Agency policies and procedures relating to records management; standardizing filing systems, equipment, and supplies; establishing and maintaining an Agency Filing Index and Correspondence Manual; directing and supervising the Agency Forms Control program; operation and maintenance of an Agency Records Center to provide for the housing of semi-active and non-current records to permit their systematic retirement from operating offices; serving as liaison to the National Archives and other agencies on records problems; administering and coordinating a program that provides for the identification, processing, transfer and storage of the vital materials of the Agency; training area Records Officers and Records Analysts throughout the Agency; developing standards relative to the microfilming of Agency records; receiving, distributing and dispatching all official mail and related material for the Agency; and providing courier and messenger service in the departmental area and special courier services to other areas as requested.

The Machine Records Branch is responsible for the development and application of tabulating machine techniques to the keeping of records, primarily in the administrative field, looking toward the elimination of manual methods wherever possible, effecting dollar economies and increased efficiencies, and permitting the production of such reports and information as may be required for good administrative management, for auditing, and for future planning purposes.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

ACCOMPLISHMENTS AND OBJECTIVES:

I RECORDS SERVICES

During the fiscal year 1953, the Records Management Program was expanded to provide the agency with facilities in the three principal phases of such a program, Records Creation, Records Maintenance and Use and Records Disposition, and to more adequately meet the requirements of the Federal Records Act of 1950 (Public Law 754). The progress and accomplishments of the various phases of this program follows:

1. Records Creation. Correspondence and Forms Control Program were transferred from the Organization and Methods service to Records Services Division, and the Reports Control Program was established in the Division. The grouping of these functions brings together those related activities which are generally accepted as integral parts of an active Records Management Program.

2. Records Maintenance and Use.

a. A standard filing system for the agency has been developed. A draft of the handbook for the filing system has been distributed for comment throughout the agency. Working level clearances have been obtained from most offices and it is anticipated that the manual will be issued shortly. This uniform filing system has already been installed in several offices in the agency and offers the following advantages

- (a) faster and more positive reference service
- (b) less dependence on key file personnel and
- (c) training by the Office of Training.

b. A Mail Control System has been developed and will be issued in handbook form during the next fiscal year. The system will have general application in offices requiring a control on the location and handling time for correspondence being processed.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

a. Two agency notices have been prepared that will provide for the standardization of filing equipment and supplies most commonly used in records activities. These notices are now being circulated for the concurrence of all offices. The effect of such standardization will be economies in procurement, simplified stocking and warehousing, neater files and lowered costs for equipment and supplies.

3. Vital Material Program.

a. This program has been strengthened by the development of orderly schedules for the deposit of vital materials as well as the scheduling of material to be removed from the repository. In addition, offices have been encouraged to deposit copies of paper records in lieu of microfilm copies.

4. Records Disposition.

a. Records control schedules have been prepared for Logistics and General Services Offices. Their application is of current concern. A similar schedule has been prepared for the Comptroller Office. It is currently being circulated in that office for approval by operating officials. These schedules provide for the controlled disposition for all records of the respective offices.

b. Records disposal schedules and lists have been submitted to the National Archives and the Congress for the following offices: Logistics, General Services, Comptroller, Office of Operations, Collection and Dissemination, Communications and Foreign Intelligence.

5. Program Coordination.

a. With few exceptions the head of each main organizational component of the agency has appointed Area Records Officers for carrying out the records program in their respective areas.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

b. A records management training program was developed and conducted for the Area Records Officers. This program was designed to familiarize this group with the various phases of records management and was conducted with the cooperation of the Office of Training.

c. Records surveys were conducted in the following offices:

1. A maintenance and disposition survey in the Logistics Office - All recommendations were accepted and installed.

2. A maintenance and disposition survey in the Office of the Director - Approval of the major recommendations is still pending but part of the recommendations were acceptable to the Office of the DD/A and have been installed.

3. A maintenance and disposition survey in the Contacts Division of the Office of Operations. The report is currently being prepared.

4. A maintenance survey in the Office of the Historical Staff that resulted in the development of a system for the filing of newspaper clippings.

d. Liaison with the National Archives and Records Service was established by the appointment of a CIA Records Officer.

e. A National Archives staff member was given agency clearance to work with this office and to assist in the appraisal of paper records.

f. To assist in the establishment of legal, fiscal and administrative values of agency records, working agreements were developed with the Comptroller, General Counsel, and the Auditor-in-Chief.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

II RECORDS CENTER

The storage, preservation, protection and servicing of inactive records was provided for by the establishment of an Agency Record Center in fiscal year 1952. The storage and supplemental distribution of agency issuances is included in the Records Center operations. The capacity of this Records Center was limited to 6400 cu. ft. By the end of the year, the building was filled to capacity and approximately 3000 cu. ft. of material was stored in the Fowler Building in Roselyn.

The demand for Records Center storage of inactive records continues to expand as the result of progress being made under the Records Management Program. Consequently, the need for adequate Agency Records Center facilities was established and plans for setting up such facilities are in process.

Of the total 6400 cu. ft. of material in storage approximately 3200 cu. ft. is records and the remainder is distribution material. The 3200 cu. ft. of records stored in the Center is equivalent to 400 file cabinets valued at \$94,000.

With the establishment of an Agency Records Center the transfer of certain agency records to the National Archives was discontinued.

Improvements were made in the stocking and servicing of request for supplemental distribution. All request for such material are now being processed within 8 working hours although the volume of material received for stock and the number of requests for distribution increased by over 50% in the last two quarters of the year, as compared with the first half of the fiscal year.



CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

IV MACHINE RECORDS SERVICES

During the fiscal year 1953, electrical accounting machine services were provided to the following components of the Agency:

- a. Office of the Comptroller
- b. Personnel Office
- c. Logistics Office
- d. Deputy Director (Plans)
- e. Office of Training
- f. Security Office
- g. General Services Office

The punched card records established for the various offices of the Agency are the basis for the preparation of 301 repetitive monthly reports now compiled for these offices. In addition, numerous special reports and tabulations are prepared in accordance with the needs of the offices.

During the fiscal year 1953, punched card records were maintained on the following projects:

PROJECT DESCRIPTION

DATA OBTAINABLE UNDER THIS PROJECT

Personnel

Agency strength report, personnel status reports; selected skills, languages, area knowledge and similar reports; tables of organization; security clearance reports; military reserve status and draft status of employees.

Personnel Information

Personnel locator data; Agency Telephone Directory; Agency emergency plan data.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

PROJECT DESCRIPTION

Unvouchered Payroll

Vouchered Payroll

Insurance

Financial Accounting

DATA OBTAINABLE UNDER THIS PROJECT

Checks for personal services; actual pay and deductions for each project; withholding tax statements; individual earnings listings; special deduction reports; paid-at-station reports; general ledger of personal services expenditures; and reconciliation of checks to bank statements.

Checks for personal services; Time and Attendance and payroll report forms; leave and overtime reports; withholding tax statements; individual earnings listings; and U. S. Treasury Disbursing Office operations.

Group hospitalization and group life insurance deductions and reports.

Status of allotments; expenditures by object class; expense journals; agents' cashiers accounts; accrued compensation pay abroad; advance due from employees; voucher register; distribution journal and summary of distribution.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

PROJECT DESCRIPTION

Logistics Stock Accounting

Security Badge Records

Security Statistical Data

DATA OBTAINABLE UNDER THIS PROJECT

Reports showing records of receipts and issues of stock supplies and equipment; stock status report; evaluation report of domestic stocks; and analyses of purchases.

Records of persons to whom badges have been issued; types of badges issued and other data pertinent to identification of Agency employees by badge number.

Information on progress of security investigations.

During the fiscal year 1953, electrical accounting machine principles were applied to the following new projects, thereby replacing manual methods formerly used:

PROJECT DESCRIPTION

Personnel

DATA OBTAINABLE UNDER THIS PROJECT

The principal qualifications of applicants for Agency positions were coded and converted to punched cards. From these, registers are prepared every two months. The former procedure required daily lists of applicants. This new procedure provided an estimated annual savings of \$6,000.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

PROJECT DESCRIPTION

DATA OBTAINABLE UNDER THIS PROJECT

Personnel (Continued)

Developed a new procedure for employee qualifications similar to that described above for applicants. This procedure provided an estimated additional annual savings of \$7,500. Developed procedures for preparation of regular reports showing draft status of Agency employees.

Logistics Stock Accounting

This project was substantially revised during the past fiscal year. Twelve different reporting requirements now necessitate forty-three different reports each month.

Financial Accounting

This project was expanded considerably and now provides for the preparation of 151 regular monthly reports to reflect various analyses of the Agency's financial transactions. Eighteen different types of reporting requirements are now necessary as compared to six for the previous fiscal year.

Vouchered Payroll

Conversion of this project from manual to mechanical methods was completed in 1953. Eleven different requirements now produce 22 monthly reports of varying nature pertaining to the financial operations of the Agency.

CENTRAL INTELLIGENCE AGENCY

General Services Office

Records Services Division

PROJECT DESCRIPTION

Unvouchered Payroll

Special Projects

DATA OBTAINABLE UNDER THIS PROJECT

Reporting requirements have been increased from six to thirteen to provide additional information on the Agency's financial operations.

New projects added include:

- a. Security Badge Records
- b. Records Integration - DD/P
- c. Listings of Foreign Stations - DD/P
- d. Personnel in Foreign Stations - DD/P
- e. Security Reports
- f. Statistics on Personnel Integrated to State Department - DD/P

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SECURITY INFORMATION

AGENCY ESTIMATES
PERSONNEL REQUIREMENTS
Fiscal Year 1955
VOUCHERED AND UNVOUCHERED

OFFICE: **General Services**

ACTIVITY: **Records Services, Records Center, Mail Distribution
and Machine Records**

DIVISION: **Summary of
Records Services Division**

ITEM	POSITIONS	AVERAGE EMPLOYMENT	NET ANNUAL COST
1. Base for 1955 estimates (30 June 1954 positions)			
2. Net changes proposed for 1955 operating plan: Increase No additional positions Estimated cost to place fiscal year 1954 positions on a full year basis			
3. Total 1955 personal services requirements	TOTAL CHANGES		

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SECURITY INFORMATION

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AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year, 1955

VOUCHERED AND UNVOUCHERED

OFFICE: General Services

ACTIVITY: Records Services, Records Center, Mail Distribution,
and Machine Records Services

DIVISION: Summary of
Records Services Div.

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
02 Travel				25X1
03 Transportation of Things				
04 Communication Services				
05 Rents and Utility Services				
06 Printing and Reproduction				
07 Other Contractual Services				
08 Supplies and Materials				
09 Equipment				
Total for Division				

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SECURITY INFORMATION

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AGENCY ESTIMATES
PERSONNEL REQUIREMENTS
Fiscal Year 1955
VOUCHERED

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OFFICE: General Services

ACTIVITY: Records Services, Records Center, Mail Distribution
and Machine Records

DIVISION: ~~Records Services Division~~
25X1

ITEM	POSITIONS	AVERAGE EMPLOYMENT	NET ANNUAL COST
1. Base for 1955 estimates (30 June 1954 positions)			
2. Net changes proposed for 1955 operating plan: <u>Increase</u> No additional positions Estimated cost to place fiscal year 1954 positions on a full year basis			
TOTAL CHANGE			
3. Total 1955 personal services requirements			

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AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year 1955

VOUCHERED

OFFICE: **General Services**

ACTIVITY: **Records Services, Records Center, Mail Distribution,
and Machine Records Services**

DIVISION: **Summary of
Records Services Div.**

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
02 Travel				25X1
03 Transportation of Things				
04 Communication Services				
05 Rents and Utility Services				
06 Printing and Reproduction				
07 Other Contractual Services				
08 Supplies and Materials				
09 Equipment				
Total for Division				

(37)

Machine Records
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Activity

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- (2) A net increase of \$2,715 in "Machine Records Services" for rental of more modern and improved tabulating equipment to improve capacity, flexibility and overall efficiency of operations.

Objective: To improve the efficiency of operation by the use of more modern and improved tabulating equipment.

CENTRAL INTELLIGENCE AGENCY

GENERAL SERVICES OFFICE

Justification of Program Changes (Continued)

Plan of Work: By the use of modern and improved tabulating equipment, we will be able to produce more work, will have greater flexibility in the use of equipment, and will be able to produce greater varieties of statistical tabulations.

Financial Requirements: It is estimated that a total of \$2,745 will be required in fiscal year 1955 to cover the rental cost of the additional equipment which will be acquired.

Personal Services:

None

Other Expenses:

Rental of more modern and improved tabulating equipment	<u>\$2,745</u>
Total - Other Expenses	<u>\$2,745</u>
Total increase Fiscal Year 1955	<u>\$2,745</u>

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SECURITY INFORMATION

**AGENCY ESTIMATES
OBJECT CLASS SUMMARY
Fiscal Year 1955**

VOUCHERED

OFFICE: **General Services**

ACTIVITY: **Machine Records Services**

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	NET INCREASE (+) OR DECREASE (-) 1955/1954
Departmental: 01 Personal Services 02 Travel 03 Transportation of Things 04 Communication Services 05 Rents and Utility Services 06 Printing and Reproduction 07 Other Contractual Services 08 Supplies and Materials 09 Equipment Total - Departmental <div style="border: 1px solid black; width: 100px; height: 20px; display: inline-block;"></div> None Overseas: None TOTAL	<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			

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AGENCY ESTIMATES
PERSONNEL REQUIREMENTS
Fiscal Year 1955

VOUCHERED

OFFICE: **General Services**

ACTIVITY: **Machine Records**

DIVISION: **25X1**
Records Service

ITEM	POSITIONS	AVERAGE EMPLOYMENT	NET ANNUAL COST
1. Base for 1955 estimates (30 June 1954 positions)			
2. Net changes proposed for 1955 operating plan: <u>Increase</u> No additional positions. Estimated cost to place fiscal year 1954 positions on a full year basis.			
TOTAL CHANGE			
3. Total 1955 personal services requirements			

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SECURITY INFORMATION

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AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year 1955
VOUCHERED

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OFFICE: General Services

ACTIVITY: Machine Records Services

DIVISION: Records Services

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
25X1 02 Travel				<p>Rental of electrical accounting machines to perform agency-wide services in payroll, accounting, personnel, auditing, logistics, and other activities.</p> <p>Pre-printed forms and cards for payroll records, allotment and expense accounting, personnel statistics, logistics requirements, and special reports.</p> <p>Control panels for electrical accounting machines.</p> <p>Continuous form paper and tabulating supplies.</p> <p>Card racks for tabulating machines and other miscellaneous equipment for tabulating machine operations.</p>
03 Transportation of Things				
05 Rents and Utility Services				
06 Printing and Reproduction				
07 Other Contractual Services				
08 Supplies and Materials				
09 Equipment				

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AGENCY ESTIMATES
OBJECT CLASS SUMMARY
Fiscal Year 1955

VOUCHERED AND UNVOUCHERED

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SECURITY INFORMATION

ACTIVITY:

OFFICE:

General Services

OBJECT CLASS

ACTUAL
FISCAL YEAR
1953

ESTIMATED
FISCAL YEAR
1954

ESTIMATED
FISCAL YEAR
1955

25X1

NET INCREASE (+)
OR DECREASE (-)
1955/1954

Departmental:

- 01 Personal Services
- 02 Travel
- 03 Transportation of Things
- 04 Communication Services
- 05 Rents and Utility Services
- 06 Printing and Reproduction
- 07 Other Contractual Services
- 08 Supplies and Materials
- 09 Equipment

Total - Departmental

None

Overseas:

None

TOTAL

25X1

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SECURITY INFORMATION

AGENCY ESTIMATES
OBJECT CLASS SUMMARY
Fiscal Year 1955

VOUCERED

OFFICE: **General Services**

ACTIVITY: **Records Services**

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	NET INCREASE (+) OR DECREASE (-) 1955/1954
Departmental: 01 Personal Services 02 Travel 03 Transportation of Things 04 Communication Services 05 Rents and Utility Services 06 Printing and Reproduction 07 Other Contractual Services 08 Supplies and Materials 09 Equipment Total - Departmental				
<div>25X1</div> <div>None</div> Overseas: None				
TOTAL				

SECRET
SECURITY INFORMATION

Approved For Release 2005/11/21 : CIA-RDP70-00211R000300120022-0

AGENCY ESTIMATES
PERSONNEL REQUIREMENTS
Fiscal Year 1955

SECRET

Security Information

VOUCHERED

OFFICE: **General Services**

ACTIVITY: **Records Services**

DIVISION: **Records Service**

ITEM	POSITIONS	AVERAGE EMPLOYMENT	NET ANNUAL COST
1. Base for 1955 estimates (30 June 1954 positions)			
2. Net changes proposed for 1955 operating plan: <u>Increase</u> No additional positions. Estimated cost to place fiscal year 1954 positions on a full year basis. <div>TOTAL CHANGES</div>			
3. Total 1955 personal services requirements			

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SECURITY INFORMATION

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AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year, 1955
VOUCHERED

OFFICE: General Services

ACTIVITY: Records Services

DIVISION: Records Services

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
02 Travel				2 trips - European Area @ \$1,000. \$2,000 Per diem at average of \$8 for 180 days 2,880 \$4,880 Travel to be performed by Records Manage- ment Officers to assist field activities in the establishment and operation of the agency-wide Records Management Program.
05 Rents and Utility Services				To continue present contracts for rental of 3 Recordak cameras necessary to micro- film documents for protection of Vital Documents and reduction of space require- ments.
06 Printing and Reproduction				
07 Other Contractual Services				Service contracts for repair of microfilm equipment.
08 Supplies and Materials				To cover following costs of microfilming documents for protection of Vital Materials and reduction of filing space: Microfilm, 16mm, 100' rolls (2,000 rolls @ \$2.33) \$ 4,660 Microfilm, 35mm, 100' rolls (3,000 rolls @ \$4.42) 13,260 Replacement parts for Microfilm cameras 300

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SECURITY INFORMATION

AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year 1955

OFFICE: **General Services**

ACTIVITY: **Records Services (continued)**

DIVISION: **Records Services**

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
08 Supplies and Materials (continued)				<p>Glass, screwdrivers, pliers, and other miscellaneous items</p> <p>\$ 20</p> <p>25X1</p>

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SECURITY INFORMATIONAGENCY ESTIMATES
OBJECT CLASS SUMMARY
Fiscal Year 1955UNVOICEDOFFICE: General ServicesACTIVITY: Records Services

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	NET INCREASE (+) OR DECREASE (-) 1955/1954
Departmental:				
01 Personal Services	---	---	---	---
02 Travel	---	\$500	\$500	---
03 Transportation of Things	---	---	---	---
04 Communication Services	---	---	---	---
05 Rents and Utility Services	---	---	---	---
06 Printing and Reproduction	---	---	---	---
07 Other Contractual Services	---	---	---	---
08 Supplies and Materials	---	---	---	---
09 Equipment	---	---	---	---
Total - Departmental	---	\$500	\$500	---
Overseas:				
None	---	---	---	---
None	---	---	---	---
TOTAL	---	\$500	\$500	---

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SECURITY INFORMATION

AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year 1955

UNVOUCHERED

OFFICE: General Services

DIVISION: Records Services

ACTIVITY: Records Services

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
02 Travel	---	\$500	\$500	Travel to Vital Materials Repository by Vital Materials Offices and other Records Management personnel required for de- posit of vital materials on basis of weekly schedule, plus allowance for extra trips using one or more vehicles as required.

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SECURITY INFORMATION

AGENCY ESTIMATES
OBJECT CLASS SUMMARY
Fiscal Year 1955
VOUCHERED

OFFICE: General Services

ACTIVITY: Records Center

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	NET INCREASE (+) OR DECREASE (-) 1955/1954
<p>Departmental:</p> <p>01 Personal Services</p> <p>02 Travel</p> <p>03 Transportation of Things</p> <p>04 Communication Services</p> <p>05 Rents and Utility Services</p> <p>06 Printing and Reproduction</p> <p>07 Other Contractual Services</p> <p>08 Supplies and Materials</p> <p>09 Equipment</p> <p>Total - Departmental</p>				
<p>None</p>				
<p>Overseas: None</p>				
<p>TOTAL</p>				

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AGENCY ESTIMATES
PERSONNEL REQUIREMENTS
Fiscal Year 1955

VOUCHERED

OFFICE: General Services

ACTIVITY: Records Center

DIVISION: Records Services

ITEM	POSITIONS	AVERAGE EMPLOYMENT	NET ANNUAL COST
1. Base for 1955 estimates (30 June 1954 positions)			
2. Net changes proposed for 1955 operating plan: <u>Increase</u> No additional positions. Estimated cost to place fiscal year 1954 positions on a full year basis.			
TOTAL CHANGES			
3. Total 1955 personal services requirements			

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AGENCY ESTIMATES
NON-PERSONAL SERVICE REQUIREMENTS
Fiscal Year, 1955

VOUCHERED

OFFICE: General Services

ACTIVITY: Records Center

DIVISION: Records Services

OBJECT CLASS	ACTUAL FISCAL YEAR 1953	ESTIMATED FISCAL YEAR 1954	ESTIMATED FISCAL YEAR 1955	JUSTIFICATION OF FISCAL YEAR 1955 ESTIMATE
07 Other Contractual Services	\$ ---	\$ 2,280	\$ 2,280	Erection of steel shelving for Agency Records Center (285 sections @ \$8 per section)
08 Supplies and Materials	1,562	10,006	10,006	Steel shelving for Records Center (285 sections for \$8,350); Storage boxes for storage of inactive records received by Records Center (15,000 @ 11¢ each = \$1,650); and 1 tape dispenser (\$6).
09 Equipment	2,313	2,780	2,780	Miscellaneous equipment items required in operation of Agency Records Center.

Appendix

C

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Appendix

D

MACHINE RECORDS BRANCH PROJECTS

100 SERIES (PERSONNEL)

102 Personnel Status

Agency True Separation Listing
 Agency True Accession Listing
 Agency Strength Report
 Agency Promotion Study
 Agency Gains & Losses Report
 Security Strength Report
 Combined Alphabetical Listing
 Security Cancellations
 M.R.B. Status Register
 Promotions by Career Designation
 Name Changes Listing
 Grade Distribution - By Office
 Inter-office Reassignments (Grades GS-15-17)
 Personnel Card Processing for Records
 Integration (3 x 5)
 Career Designation Tabulation, by Office
 Personnel Action Report - by Type
 File Reproduction for Archives
 Semi-Annual Age - Grade Study
 Listing of Military Personnel

104

Applicant Qualifications Register
 (Quarterly)

107

Personnel Qualifications Register
 (Quarterly)

108

Personnel Evaluation Reports (Quarterly)

109

M.R.B. Security Work Register
 Security Tabulation - by Office
 Security Activity Report
 Security Tabulation 30-60-90 Days
 Plus & Minus E.O.D.'s & Cancellations
 Security E.O.D., Tabulation by
 Recruitment Source
 Security Listing - Full Clearance
 Requested - Not Received

100 SERIES (PERSONNEL) Cont'd

115

Agency Draft Deferment Listing

120

Comptroller's Divisional Report

200 SERIES (UNVOUCHERED PAYROLL)

201

File Reproduction for Archives
 Tax Listing (Active & Inactive)
 Change Notices

202

Check Listing
 Check Issue Listing
 Checks

203

Station Expenses

204

Journal of Paid This Period

205

Paid at Station Report

206

Credit Union and Other Deductions
 Report

207

Hospitalization & Insurance
 Deductions Report

208

Recapitulation of Payroll Totals

209

Ledger of Individual Earnings Report

200 SERIES (UNVOUCHERED PAYROLL) Cont'd

211

W-2 Withholding Statements

212

Budget Report

213

Check reconciliation and Outstanding
Check Listing

214

Roster of Personnels

216

Retirement Report (Active & Inactive)

300 SERIES (LOGISTICS)

(Procurement and Accounting)

301

Monetary Receipts Register
Accounts Payable Cards

302

Transaction Register (Property On Hand)
Stock Status Report (Property On Hand)
Credit Item Listing
No Price Items Listing
No Nomenclature Listing
Allocation 91 Listing
Allocation 07-08 Listing

303

Transaction Register (Due In)
Stock Status Report (Due In)
Transaction Register (Due Out)
Stock Status Report (Due Out)

300 SERIES (LOGISTICS) Cont'd

304

Preparation of Acquisition Cards (On Hand)
Preparation of Acquisition Cards (In Transit)
Preparation of Acquisition Cards (In Use)
Preparation of Acquisition Cards (On Loan)

305

Transaction Register (In Transit)
Stock Status Report (In Transit)

306

Control Summaries (In Transit)
Control Summaries (In Use)
Control Summaries (On Loan)
Control Summaries (On Hand)

308

Critical Item Listing

310

Monetary Report (In Transit)
Monetary Report (In Use)
Monetary Report (On Hand)
Monetary Report (On Loan)

311

Monetary Issues Register

312

Acquisition Differences (In Transit)
Acquisition Differences (In Use)
Acquisition Differences (On Hand)
Acquisition Differences (On Loan)

313

Transaction Register (Property In Use)
Stock Status Report (Property In Use)

300 SERIES (LOGISTICS) CONT'D

314

Transaction Register (Property On Loan)
Stock Status Report (Property On Loan)

315

Subsidiary Cost Report for Finance
Reproduction of Cost Details for
Finance

317

Commodity 7530 Status Report

319

Selected Expendable Item Issues Report

321

Accountability Listing

323

Report of Issues by item

324

Critical Stock Position Listing of
items controlled by other segments
of the Agency

328

Cost Report of Material Issued by
Allotment.

350

Average Price Computation
Semi-Annual Transaction Register

329

Item Price Listing

400 SERIES LOGISTICS (REQUIREMENTS)

420

Requirements Reports

499

Nomenclature Cards

500 SERIES (UNVOUCHERED ACCOUNTS)

501

Daily Processing

502

Obligation Listing, Summary Obligation
Report 1953 (Monthly)

Obligation Listing, Summary Obligation
Report 1954 (Monthly)

Unliquidated Obligation Listing 1953 (Monthly)
Unliquidated Obligation Listing 1954 (Monthly)

504

Trial Balance of Advanced Accounts 144.1
(Weekly)

Trial Balance of Advanced Accounts 144.2
(Weekly)

Trial Balance of Advanced Accounts 150.1
(Monthly)

Trial Balance of Advanced Accounts 150.2
(Monthly)

505

Current Cost, Cumulative to Date by
Objective Classification (Monthly)

Current Cost, Cumulative to Date by
Detail Listing (Monthly)

Current Cost, Cumulative to Date by
Objective Classification (Special)

506

Trial Balance of Accounts Payable 303.1

Zero Balance of Accounts Payable 303.1

Trial Balance of Accounts Payable 303.2

Zero Balance of Accounts Payable 303.2

500 SERIES (UNVOUCHERED ACCOUNTS) CONT'D

507

Undeposited Receipt of Agent Cashiers 100 Series
Cash on Hand, Disbursing Agency Cashiers
103 Series
Cash in Bank, Agent Cashiers 105 Series
Cash in Bank, Agent Cashiers 100 Series
Cash in Bank Accounts 111 Series
Cash in Bank Accounts 112 Series
Cash in Bank Accounts 113 Series
Disbursing Officers Cash Available to
Finance Division 135 Series
Payment by Fiscal Division 535.0

508

Trial Balance of Accrued Compensation Pay
Abroad 300.1
Zero Balance of Accrued Compensation Pay
Abroad 300.1
Trial Balance of Accrued Compensation Pay
Abroad 300.2
Current Miscellaneous 650.1

509

Insurance Premiums Payable

510

Credit Union Roster

511

Annual Expense Listings

512

Expense Listings 882 1952
Schedule of Expenditures by Object Class 1952
Schedule of Allotments by - Area Division 1952

513

Expense Listings 883 1953
Allotment Ledger 1953
Schedule of Expenditures by Object Class 1953
Schedule of Allotments by Area Division 1953
Schedule of Expense Payments by Fiscal Division 1953

CONT'D

500 SERIES (UNVOUCHERED ACCOUNTS)

514

Expense Listing 884 1954
Allotment Ledger 1954
Schedule of Expenditures by Object
Class 1954
Schedule of Allotments by Area
Division 1954
Schedule of Expense Payments by
Fiscal Division 1954

600 SERIES (VOUCHERED PAYROLL)

601

Employee Notice of Earnings &
Deductions
Payroll Processing
Check Issue Listing

603

Annual Average Payment by Office

605

Roster of Personnel

610

Preprinted Time and Attendance
Report Payroll Change Notice

611

Transfer Report
Termination Report
Individual Earnings Record

615

Preparation of Checks

616

Reproduction of Cards for Archives

600 SERIES (VOUCHERED PAYROLL)

618

Machine Audit of Payroll payments and deductions

620

Leave Report
(3200) Leave & Overtime Report by Pay Period
(2900) Leave & Overtime Report by Pay Period
Sick Leave in Excess of 32 hours report,
Medical Division.

633

W-2 Withholding Statements

637

Sick Leave Report

900 SERIES (SPECIAL PROJECTS)

910

Stock Catalog

955

Reproduction Division, Production Report

960

Personnel Information Locator File

970

Tables of Organization

973

F. E. Personnel Status

974

Group Hospitalization Records and Reports

975

Physical Description

900 SERIES (SPECIAL PROJECTS) CONT'D

976

General Service T/O Slotting

980

Orientation Attendance Reports

990

Special Security Reports

995

State Department Cover Report

996

Other Official Cover, Station
Listing

Appendix
E

APPENDIX E

New Projects In Process - Machine Records Branch

1. Revision of stock accounting procedure to incorporate mark sense operation.
2. Establishment of retirement records for employees paid from vouchered funds.
3. Study of application of machine techniques to time and leave records being conducted in conjunction with Management and Improvement Staff, Office of Comptroller.
4. The possible application of machine techniques to vouchered funds accounting. This has been discussed with Mr. Fuchs, Deputy Comptroller, and is pending action by your office.
5. The establishment and maintenance of a promotions history file for the preparation of promotion statistics.
6. The establishment and maintenance of a file reflecting due dates of periodic step increases to prepare listings and forms advising individuals and offices of this action.
7. A study to determine the value of reconstructing the personnel history file of each employee as the records prior to 1951 are incomplete and inaccurate.
8. The establishment of an inter-office transfer file for the preparation of reports reflecting the turnover of personnel in each office.

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Appendix

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APPENDIX G

RECORDS MANAGEMENT PROJECTS IN PROCESS

1. Forms Management Posters for Promotion of Various Aspects of Forms Management - Now in process of development.
2. Savings Cost System for Appraising the Value of the Forms Program - Development of system now in process.
3. Forms Management Handbook - Now being developed.
4. Training Program (Forms Management) - Training material now being developed.
5. Simplification of Procedures for Handling Classified Forms - Notice forwarded to office of DD/A for authentication.
6. Standardization of FI Information Reports - Coordination of press-proof copy now being effected. Final tests are scheduled.
7. Study of Stocked Forms Supply System - A procedure to simplify and make more efficient present methods of stocking forms is in process of development. Several meetings with Logistics Office personnel have been scheduled.
8. Standardization of OO Information Reports - Problem now under study.
9. Publish Forms Index - Publish on a quarterly basis numerical, alphabetical and functional forms indices. Project now being developed.
10. Reports Management Program (Office of Comptroller) - Completed draft of guide submitted to the Comptroller for review. Further action delayed pending reply.
11. Correspondence Handbook - Draft copy distributed by Regulations Control Staff for concurrence of all offices on 4 December 1953.
12. Correspondence Management Program Promotion - Proposed CIA notice and brochure now being developed.
13. Staff Study Justifying Need for Correspondence Management Program Supported by Regulation - Now in process of development.
14. Staff Study Justifying Need for Reports Management Program Supported by Regulation - Now in process of development.

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15. Reports Management Program Promotion - Illustrated brochure now in process of development.
16. Writers' Guide - Staff study submitted to ADD/A on 22 January for approval. Copy of this study attached for your information. Appendix H.
17. Facilities and Services of the Records Center.- A summary of facilities and services available now being circulated internally for comment.
18. Records Center Operations Handbook - Now in process of development.
19. Reference Aid to Supplemental Distribution Material - An inventory and brief description of CIA publications now being circulated internally for comment.
20. Volume and Activity Inventory of Distribution Materials - For use in acquainting operating offices with amount and type of material in storage in order to facilitate destruction of surplus copies. Draft copy now being circulated internally for comment.
21. Records Disposal Tickler File - To be established in the Records Center to assure compliance with authorized destruction of scheduled records. Project not yet assigned.
22. Shelving Space Control File - Necessary for the proper control of Records Center Space. Project not yet assigned.
23. Records Disposition Handbook - Was circulated informally for comments, and corrections have been made.
24. Records Management Regulations - Adequate regulations to cover the program are now in process of development.
25. Records Center Storage of TS Material - Interim procedure established and cleared with OCD.
26. Handbook for Standard Agency Filing System - Distributed by Regulations Control Staff for concurrences. Comments now being reconciled.
27. Security Desk Trays - Coordinate requirements and initiate procurement for initial requests. Requests for 493 have been received with others still to be submitted.
28. Elimination of Central Administrative Files - Proposed revised regulation prepared but delayed because of organizational changes now in process.

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29. Promotional Material Concerning the Use of Standard Filing Supplies - Now in process.
30. Standardization of Safe Cabinets - Representatives of this Office and the Security Office have been designated to meet with an inter-Agency committee.
31. Agency Microphotography Survey - Now in process and similar to Government-wide survey conducted by GSA.
32. Microphotography Handbook - Project assigned but start is being delayed pending completion of other assignments.
33. Vital Materials Handbook - Now being developed.
34. Vital Materials Microphotography Projects are scheduled periodically for the following offices:

OSI	OCD
Logistics	OO/Contacts
Personnel	Security Office
35. Vital Materials Deposit Schedules for All Offices - Includes identification of materials, method and frequency of deposit and disposition information. Schedules for 11 offices still to be completed.
36. Revised Courier Receipt System - Partially developed but further action delayed by other priority assignments.
37. Registry Address Directory for the Agency - Now being typed for submittal to the Regulations Control Staff for issuance.
38. Regulation and Related Handbook for Mail Service - In last stages of development but further action being delayed because of organizational changes now being made.
39. Construction of New Records Center - The proposed construction of the Records Center at the [redacted] containing approximately 21,200 square feet, was proposed by this Office and I understand has now been approved by the Project Review Committee. I also understand that the Project Review Committee will recommend approval to the Director. The Logistics Office is in the process of preparing preliminary plans and specifications and selecting a site. It is hoped that a contract can be awarded for its construction by 1 April 1954. The status of the present interim Records Center in Rosslyn involves a possible renewal of the lease by the Logistics Office. This is currently being discussed with the lessor by representatives of the Real Estate and Construction Division of the Logistics Office.

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APPENDIX

H

22 January 1954

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I

TO: Acting Deputy Director (Administration)

**SUBJECT: Improving the Writing Ability of Agency Personnel
Through Published Guides**

1. PROBLEM:

To improve the writing ability and correspondence techniques of Agency personnel.

2. ASSUMPTION:

That the Agency desires to improve the abilities of its people whenever possible, provided the cost and time required is reasonable.

3. FACTS BEARING ON THE PROBLEM:

- a. Our writings are substandard. (Appendices A and B)
- b. Our writing weaknesses cannot be readily recognized or corrected. We have neither standards for evaluating our writing, nor guides to improve it.
- c. The value of published guides is recognized by many Federal agencies. (Appendices C, D, E, and F)
- d. Our people have expressed a desire for similar guides. (Appendix A)
- e. Improving the quality of Agency writings is a phase of the Correspondence Management Program. (Appendix G)
- f. The cost in staff salaries to develop the proposed guides cannot be isolated from total salary expenses of the Correspondence Management Program. Phases of the Program are interrelated. Developing one produces material for another. The cost of printing and issuing material, however, will be approximately \$400 the first year, and \$100 each year thereafter.
- g. The guides will be developed by Mr. James Hastings and Mrs. Helen Beauchamp of the General Services Office. Their experience and educational backgrounds fully qualify them for the task.

4. DISCUSSION:

- a. The writing standards of only ten years ago are outdated. "Gobbledygook," "Federalese," excess verbiage, and flowery phrases are out of place. They conflict with modern business practices.

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Streamlining is now the order. However, many of our people have not adjusted to it. We see examples of this every day--in regulations, correspondence, reports, staff studies, and other writings. An awakening is needed!

b. It might be asked, "Why not use the material of other agencies; their publications seem to be excellent?" We agree, the majority are! However, they do not bring the problem home. They do not, and cannot, show by example where in particular the writings of this Agency are often below modern standards. We can point out our needs convincingly only by illustrating specific Agency deficiencies.

c. In correspondence management, one does not consider the techniques of effective writing apart from other facets of the program. Appendix C is a brief on our Correspondence Management Program. The underscored and starred passages represent aspects of correspondence management dealing with the improvement of writing techniques. Removing these would leave a great void in what we consider a well-rounded effective program.

d. We have found examples of grammatical errors in Agency writings. However, these are not our major concern. We are striving for streamlined readable writing. Aids to grammatically correct writing are well provided for in the proposed Stenographer's and Typist's Guide being developed by the Office of Training. Our proposed guides therefore will not contain material on grammar, punctuation, capitalization, underscoring, and other similar fundamentals.

e. We propose to release text material on a well-planned basis in a series of unclassified informational sheets. Interest will be aroused through the use of fliers and posters. Each of these will also carry a positive message for improving our writing or streamlining correspondence. Issuances will be punched for loose-leaf binding; a cover will be provided with the first release. We feel that this method will encourage recipients to assemble the guides into complete manuals. We further believe that the series method will ensure continuing interest and will appeal to those who are reluctant to peruse a single voluminous text.

f. Development of the proposed guides will be coordinated with the Office of Training.

5. CONCLUSION:

That the Agency will benefit materially by providing its employees with guides to effective writing. The program is needed and desired. Its cost should be recovered many times over through the improved quality of Agency writings, and the general improvement of CIA personnel.

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6. ACTION RECOMMENDED:

That the Chief, General Services Office, be authorized to develop the writing guides described in this paper.

/s/

Chief, General Services Office

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ANNEXES:

- Appendix A. Headquarters-Wide Poll to Determine the Agency's Needs for Published Guides on the Techniques of Writing.
- Appendix B. Extracts from Agency Writings.
- Appendix C. "Getting Your Ideas Across Through Writing."
- Appendix D. "Gobble-is-Cook or Plain Talk?"
- Appendix E. "Management Program for Streamlining Correspondence."
- Appendix F. "Effective Letters."
- Appendix G. "Your Correspondence Management Program--Its Aims and How Accomplished."

CONCURRENCES:

/s/

MATTHEW HAINO
Director of Training

Action by Approving Authority:

Approved:

Date:

L. K. WHITE
Acting Deputy Director
(Administration)

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Headquarters-wide Poll to Determine the Agency's Needs for Published Guides on the Techniques of Writing

1. Personnel of fourteen different offices, representing a cross-section of Agency levels and functions, were polled during this survey. The following summarizes their opinions:

Question: How would you rate Agency correspondence and other writing productions as to quality - E, VG, G, F, P?

Opinions:	Quality	Number
	Between "Very Good" and "Good"	2
	"Good"	3
	Between "Good" and "Fair"	5
	"Fair"	2
	Between "Fair" and "Poor"	1
	"Could be improved"	1

The need for quality improvement was expressed or implied by each person polled.

Question: Which method would most effectively improve the quality of Agency writings:

- The issuance of literature on the subject?
- A formal training program?

Opinions:	Method	Number
	Issuance of Literature	8
	Training Program	2
	Combination of both	2
	No Definite Opinion	2

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A majority agreed that few people retain all the information imparted to them during formal training courses. From this consensus it is concluded that the value of reference material is universally recognized.

Question: How would you like to have such material furnished--in a series of pamphlets adaptable to a looseleaf binder, or in complete book form?

Opinions: The issuance of material in a series of pamphlets is the unanimous preference.

Question: Do you feel that your Office would benefit from a survey designed to streamline and reduce correspondence?

Opinions:	<u>Number</u>
Yes	8
No	2
Not Applicable	4

2. This summary is substantiated by the polling sheets on file in the General Services Office.

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EXTRACTS FROM AGENCY LETTERS

LET'S PRUNE OUR CORRESPONDENCE!

It may be hard to believe but the following extracts are from our pattern letters used repeatedly:

"In view of the fact that I am yet unable to report any decision in connection with your application for employment with the Central Intelligence Agency, I do want you to know once more that the interest we retain in your qualifications is an active one."

Isn't this better?

Your application for employment in this Agency is still being considered. When decision is made we will notify you promptly.

Here's what we eliminated:

25 words
38 syllables
3 two syllable words
1 three syllable word
2 four syllable words
4 prepositional phrases

Consider this one!

"Should there be any radical change in your personal plans regarding your interest in this Agency, or should you have any questions regarding the particulars in your case, I want to invite you to communicate with me by letter at your convenience."

Isn't this clearer?

If you have any questions or if any personal change should affect your interest in your application, please write us.

Our pruning eliminated:

21 words
36 syllables
5 three syllable words
3 four syllable words
5 prepositional phrases

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A final example:

"In view of the circumstances in your letter, we can realize that you are in no position to consider employment at this time. However, we do wish to suggest that you get in touch with us again in the event you become interested in a position here at any time in the future."

Isn't this sharper?

We realize you cannot accept a position with us now. If conditions change so that you will wish to reconsider, we will be pleased to hear from you.

Modern times call for new styles in writing. Don't you admit that these examples prove that money and time can be saved--that our readers will grasp what we are saying more easily and they will need less time to read our writings?

CAN OUR REGULATIONS BE IMPROVED?

Let's modernize some of our latest regulatory writing. This calls for streamlining--that is, we will shorten our words, sentences, and paragraphs. We will get rid of governmental jargon. We will keep our words of three or more syllables to a minimum, our sentences to an average length of seventeen to twenty-one words, and cut down on the use of prepositions. Here are some examples:

"For this reason, every employee of the Organization whose duties involve the obligation and expenditure of confidential funds should not only understand the Regulations governing their obligation and expenditure, but the underlying philosophies as well."

Let's see how we can improve it!

Every Agency employee whose duties authorize him to handle confidential funds should understand applicable regulations and all basic principles.

Here's what happened: We cut the original sentence from 35 to 19 words and from 75 to 43 syllables. Because of the nature of the subject we cannot eliminate all long words. But we have cut eight of the four syllable words to four, and eliminated one five syllable word. Do you think the revision is more readable, that you spent less time reading it, and possibly you will remember it longer?

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Let's look at another one:

"Delegation of authority for particular actions to levels considered to provide the degree of discretionary judgment commensurate with the magnitude or significance of the acts involved."

This appeared as an entire paragraph. Isn't it difficult to understand? Aren't they trying to say that certain tasks will be assigned to personnel who are qualified to handle them? Doesn't the use of "levels" here sound as though they are speaking down to others?

Can't we sift this one?

"The Organization regulatory system provides the vehicle for the expression of policies and procedures essential to the performance of the Organization mission. It encompasses and delineates the functions of all components of the Organization individually and collectively with the objective of establishing singleness of purpose and efficiency and continuity of operational and administrative activities."

Here is one possible revision:

The Organization regulatory system expresses policies and procedures essential to our mission. It describes the functions of all Organization components to establish a single aim and promote continuity and efficiency in operational and administrative activities.

Or:

The Organization's policies and procedures are issued in its regulations. These regulations cover and describe all Organizational divisions. Their aim is for efficiency and unity in operational and administrative activities.

LET'S TAKE A LOOK AT ONE MORE

Sometimes long words are necessary in reports. Sentences can be kept within bounds, however, and the meaning can be clear. Here is a good example from one of our reports:

"Consultations with appropriate personnel toward the solving of procurement and external clearance bottlenecks is continued."

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But—

doesn't this one stall you a bit?

"There was tentative agreement to adapt the Agency filing system but the recommendations provided for waiting until the material of all divisions could be reviewed in order that the manual could be adapted for the entire Office rather than this one division."

Can't we survey the same thought in a more understandable and readable way? For example:

It was agreed that our filing system could be adapted office wide. However, material from all divisions must be reviewed before this can be done.

Here is something more interesting than a crossword puzzle. Can you reduce these expressions to simple language? They were taken from our reports.

"...fall under heavy obligation..."

"The sense of the group seemed to be that in part this was possible."

"...such wasted effort would not obtain owing to..."

"...is dependent upon economic research in greater depth..."

"...and the Agency will have an exchange of views in order to obtain..."

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THE QUALITY OF MANAGED INFORMATION PROGRAMS
its aims and how accomplished

1. What is correspondence management?

It is a streamlining process employing the techniques of effective writing and the use of form and pattern correspondence. The results: better correspondence prepared by speedier, simpler and more economical means.

2. How can results be achieved?

a. By adhering to the approved procedures and style standards set forth in our Correspondence Handbook.

* b. By striving to write more effectively. First on words, sentences, and paragraphs. Eliminate nonessential prepositional phrases. Apply the four I's to your writing: Simplicity, Sincerity, Shortness, and Strength. Avoid using overworked bureaucratic jargon and cliches; strive for clear-cut, sinewy sentences.

c. By using form letters, pattern correspondence, and other writing short cuts whenever possible.

3. What is our approach?

First, it will be necessary to determine certain facts about your Office's correspondence. What percentage is dictated or drafted? How much is repetitive, subject wise? What percentage, upon review, is returned for rewriting? To what extent is it below average in quality? What percentage of formal correspondence could be replaced by informal notes or discussion? Are unnecessary copies being prepared?

These questions are answered by analyzing samples of correspondence collected over a normal period of operation (preferably 60 days). Samples can be provided simply by having typists prepare an extra copy of each piece of correspondence typed during the sampling period.

From analyses of these samples we can develop form letters, pattern correspondence, and other writing short cuts. We can also determine our writing weaknesses and not have to correct them. To accomplish this you will be provided with written guides and personal assistance from the Records Management Staff, General Services Office.

Presoting and managing this program is a continuing process of reviewing existing correspondence practices, developing new techniques, and providing your people with service and guidance.

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RECORDS SERVICES DIVISION

Plans, develops, and directs an Agency-wide Records Management Program encompassing the creation of records, their maintenance, organization, and use in the conduct of current business, and the transfer, preservation, destruction, or other disposition of those records not currently required or seldom used.

1 FEBRUARY 1970

FORMS MANAGEMENT BRANCH

Develops, installs, coordinates and has technical responsibility over Forms Management Programs throughout the Agency.

Establishes form design, typography, printing and packaging standards and specifications.

Outlines Agency requirements for form installation, approval, classification, production, quantity, distribution, and supply.

Develops, prepares, and disseminates directives, instructions, and training media and provides the structure and facilities for guidance, indoctrination and technical training of personnel in the use and technical handling of forms in the design, development, production, functional analysis, design, techniques of programing, functional analysis, design, special project research, administrative procedures, etc.

Standardizes specialized form equipment and supplies for domestic and overseas field activities.

Determines assembly and finally approves or disapproves requests for new or revised forms, alterations, consolidation, classification, and simplifying where feasible. Approves or disapproves requests for forms and coordinates all regulatory and administrative issues pertaining to reference forms, affecting complete coordination between forms, procedures, and issuance. Issues numbers, prepares preliminary and final copy, develops production specifications and requirements for initial distribution, revision, and reissue.

Determines applicability of forms of other government agencies to the Agency.

Establishes numbering, classification, and functional systems and provides reference and technical consultation services.

Inspects, advises, and consults with field and headquarters officials on planning, operation, and technical phases of the program.

Studies functional phases of forms to eliminate, consolidate, standardize, simplify, and improve existing forms and procedures.

Conducts special studies and research projects on forms systems and operational improvements to improve management and uses provides information for top Agency officials and to meet other governmental and congressional requirements.

Establishes government-wide liaison, particularly with respect to Bureau of the Budget, Office of Management and Organization, and the Department of Defense, to obtain and exchange technical information and to effect wider standardization of forms and procedures.

Establishes liaison with civilian industry relative to the design, production, and utilization of forms in connection with business machines and system equipment to keep abreast of recent technical developments and to avoid establishment of restrictive specifications.

REPORTS AND CORRESPONDENCE MANAGEMENT BRANCH

Formulates the general policies, procedures and standards for dissemination Reports and Correspondence Management Programs throughout the Agency.

Develops and assists in installing programs for the various components.

Develops written guides and sets free liability for the continuing operation of area programs.

Provides training material designed to supplement written guides.

Provides continuing technical assistance to Area Reports Officers and other operating personnel.

Evaluates personnel reports progress to higher authority.

Provides input and inter Agency liaison on Reports and Correspondence Management matters.

Develops and administers a continuing Reports Management Program designed to eliminate and prevent the content of essential reports.

Conducts analysis of reports and reporting systems of Agency-wide scope or coordinates such studies involving two or more offices.

Develops, coordinates or assists in the development of directives which institute reporting requirements of Agency-wide significance.

Develops and directs a continuing Correspondence Management Program designed to streamline the preparation and handling of correspondence and improve the quality of correspondence and adequacy of documentation.

Formulates procedure and style standards for the preparation and handling of Agency correspondence and develops written guides for their Agency-wide use.

Develops form and pattern letters, pattern paragraphs, correspondence and other labor saving correspondence techniques and provides written guides for their use.

EQUIPMENT SYSTEMS BRANCH

Develops, coordinates, and has technical responsibility over mail and file practices, record systems, and techniques to insure that records provide adequate documentation of the organization, functions, policies, decisions, procedures, and essential transactions of Agency activities.

Formulates Agency guides for use in developing office manuals covering a uniform system for classifying and filing records, and procedures for recording, reviewing and routing incoming and outgoing communications.

Conducts surveys to analyze records, record systems and procedures and recommend improved record systems to insure efficiency develop necessary manuals and assists in the installation of approved record systems.

Develops, for course instruction by the Office of Training, a training syllabus on mail and file practices.

Provides technical advice and assistance to the Agency on matters pertaining to mail and files, and records systems and practices.

Establishes liaison with Area Records Officers.

Develops procedures and coordinates a program for the orderly disposal of a repository of all vital materials, pertinent to the activities of the Agency.

Develops Agency's records and assists in the effective application of filing equipment and supplies.

Coordinates Agency-wide review of the standards and, with the Records Disposition Branch, develops procedures for file equipment control through the use of the equipment purchase approval of such equipment.

Develops, installs, and coordinates an effective equipment program to assist Agency personnel in determining the need for and the selection of office machines and equipment. Prepares and issues guides for use in the selection of such equipment and in efficient utilization, replacement and disposal criteria.

Reviews and approves all proposed recordkeeping systems as to validity and feasibility approves all requests for recordkeeping equipment, services, and file and filing, provides technical assistance for planning proposed projects and technical supervision from needed for the creation of complete recordkeeping systems and standards of quality for file and equipment and maintains a perpetual inventory of all recordkeeping equipment to know its full utilization.

RECORDS DISPOSITION BRANCH

Establishes standards for the development of an Agency records scheduling program, including: inventory and appraisal, records control schedules, records disposal schedules, and obtaining Congressional authorization.

Units Area Records Officers in the techniques of records scheduling.

Assists Area Records Officers in developing and implementing their scheduling programs.

Establishes and implements the records scheduling program in those offices that do not have full-time records officers.

Conducts surveys to determine the effectiveness of scheduling programs in the elimination or renewal of records.

Establishes liaison with the General Services Administration on all matters pertaining to the destruction, preservation, loan and transfer of records.

Develops, in coordination with the Records Center Branch, procedures for the transfer and servicing of sensitive and inactive records.

Develops, in coordination with the Records System Branch, procedures for file equipment control through the use of records control schedules.

RECORDS CENTER BRANCH

Plans, develops, and directs Records Center operations to meet the needs of operating offices and the Agency Records Management Program.

Provides for the transfer of Agency records from operating offices to the Center.

Stores and protects the Agency's permanent records and provides reference service thereon.

Physically disposes of those records in custody of the Center authorized for destruction.

Preserves records worthy of permanent or long-term retention.

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*Appendix
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CLASSIFICATION:

DATE:

TO:

FROM:

SUMMARY:

Organization & Management
O & M 1-1 - 1955
Court Rules & Regulations
Pertaining to Records Mgt.

BROUGHT FORWARD TO

CLASSIFICATION:

DATE:

TO:

FROM:

O & M 1-1 for 1956

FILED : 04-9 Mgt.
RETURN TO
RECORDS MANAGEMENT DIVISION

FILED: 04-9 Mgt.
RETURN TO
RECORDS MANAGEMENT DIVISION